

## RINGKASAN EKSEKUTIF

Dalam proses pengerjaan Tugas Akhir *Project Case Improvement*, penulis menjalani program magang selama tiga setengah bulan terhitung sejak 25 Februari 2013-14 Juni 2013 di PT Astra International Tbk. – Honda Sales Operation (HSO) di departemen MRD, *Logistic, and Research* pada bagian Logistik.

Penulis melakukan identifikasi masalah di bagian Logistik melalui *interview*, konsultasi, observasi lapangan, dan analisis data. Berdasarkan proses identifikasi yang telah dilakukan, ditemukan beberapa masalah di bagian *Demand Supply*, Transportasi, dan *Warehouse*.

Dalam hal ini penulis memilih untuk melakukan *improvement* di bagian transportasi, khususnya mengenai *defect*. Setelah melakukan analisis data lebih jauh, ditemukan *region* paling tinggi *defect* ratenya adalah Pontianak. Untuk mengetahui akar masalah penulis menggunakan *fishbone diagram*, *interrelationship digraph*, dan *interrelationship digraph matrix*. Berdasarkan hal tersebut, ditemukan 2 akar masalah yaitu kepala gudang yang kurang persisten penanganan pengiriman sepeda motor Honda yang tidak sesuai standar, khususnya dalam hal pengikatan.

Setelah mengetahui akar masalah yang terjadi, penulis melakukan pendekatan konseptual berdasarkan buku Human Resource Management dan Operation Management. Teori- teori yang didapatkan penulis melalui buku ini akan digunakan sebagai landasan konseptual untuk melakukan perumusan alternatif solusi.

Terdapat 3 alternatif solusi yang dibuat penulis yaitu *Benchmarking*, Sistem *follow up* PICA, dan *Training and Developing Employees*. Dalam melakukan penilaian untuk menentukan solusi terbaik dari 3 alternatif solusi yang ada, penulis menggunakan sistem pembobotan dan konsultasi bersama *supervisor* untuk melakukan penilaian secara subjektif. Berdasarkan hasil penilaian, solusi terbaik yang didapatkan adalah *training and developing employees* beserta inspeksi lapangan atau *genba*.

Solusi terbaik tersebut terdiri dari *training safety driving*, pelatihan dan sosialisasi SOP QASP-AHM, *pocket book* proses *loading/unloading*, dan inspeksi lapangan atau *genba*. Total biaya yang dibutuhkan sebesar Rp 1.570.000,00. Timeline pelaksanaan solusi terbaik dimulai dari bulan Juli 2013. Solusi yang diusulkan oleh penulis diterima oleh pihak HSO dan sejauh ini yang telah diimplementasikan adalah *training safety driving*, pelatihan dan sosialisasi SOP QASP-AHM, dan inspeksi lapangan atau *genba*.

Implementasi solusi yang dilakukan penulis selama bulan Juli sampai September telah membuahkan hasil yaitu penurunan defect rate dan benefit berupa penghematan uang sebesar Rp 6.840.000,00 yang dilakukan oleh HSO. Dapat disimpulkan bahwa implementasi *project improvement* ini memberikan *benefit* yang menguntungkan untuk HSO, dari sisi penurunan *defect rate*, peningkatan kualitas kepala gudang dan ekspedisi, juga dari sisi finansial.

## EXECUTIVE SUMMARY

In the final process of Case Improvement Project, the author underwent internship program for three and a half months, starting from February 25<sup>th</sup> to June 14<sup>th</sup> 2013 at PT Astra International Tbk. - Honda Sales Operation (HSO) in MRD department, Logistics, and Research. The internship itself took place particularly at Logistics.

Authors identified problems at the Logistics through interviews, consultations, field observations, and data analysis. Based on the identification process has been carried out, the author found some problem on the Demand Supply, Transportation, and Warehouse.

In this project improvement, the author chose to do the improvement in the transportation, the more it is about the defect. After conducting further data analysis, it was found the defect rate with the highest region is Pontianak. To find the root cause of the problem the author used fishbone diagrams, interrelationship digraph, and the interrelationship digraph matrix. Based on these three methods, the author found 2 root causes. They are; the head warehouse is less persistent and the binding of SMH is not standards-compliant.

After finding out the root of the problems that occur, the author conducted a conceptual approach based on the book Human Resource Management and Operations Management. Theories obtained by the authors of this book will be used as the conceptual basis for the formulation of alternative solutions.

There are three alternative solutions that are made by the author. They are Benchmarking, PICA follow-up system, and the Training and Developing Employees. In conducting an assessment to determine the best solution of 3 alternative solutions exist, the authors use a weighting system and consultation with supervisor to conduct subjective assessments. Based on the assessment results, the best solution obtained is training and developing employees with field inspections or Genba.

The best solution consists of driving safety training, training and socialization QASP SOP-AHM, pocket book the loading/unloading, and field inspections or Genba. Total cost needed is Rp 1,570,000.00. The implementation timeline of the best solution started from July 2013. The solution proposed by the authors is received by the HSO and so far that has been implemented is the driving safety training, training and socialization QASP SOP-AHM, and field inspections or Genba.

Implementation of the solution by the author during the month of July to September 2013 have resulted in the decrease in defect rate and money-saving benefits with the amount of Rp 6,840,000.00 conducted by HSO. It can be concluded that the implementation of this improvement project provides a favorable benefit to HSO, in terms of defect rate reduction, quality improvement warehouse and expedition chief, also from the financial side.